

WEB SITES

Information Technology Infrastructure Library (ITIL)

www.itil-officialsite.com

After reading Jeffrey L. Dutton's article, explore one of the components of his integrated framework to process improvement. This official Web site for the ITIL offers a comprehensive host of resources for ITIL users. Learn about ITIL's benefits in regards to costs, capabilities, and customer satisfaction; read testimonials, white papers, and case studies from users and organizations worldwide; and learn everything about ITIL certification from training to exams to what it takes to earn the ITIL Expert Level. There is also the recent "refresh" from ITIL Version 2 to Version 3: The site navigates readers through the differences between the two versions, discusses Version 2's future, and outlines the benefits of Version 3.

Webinar: CMMI V1.3 Product Suite

www.sei.cmu.edu/library/abstracts/webinars/10feb2009.cfm

A perfect supplement to Mike Phillips and Sandy Shrum's *Process Improvement for All: What to Expect from CMMI Version 1.3*, this webinar session discusses CMMI V1.3. Mike Konrad, manager of the CMMI Model Team and CMMI Chief Architect, and Rusty Young, manager of the SCAMPI Appraisal Team, focus on updates to the suite: clarity of high maturity; more effective generic practices; appraisal efficiencies; and commonality across the constellations of Development, Acquisition, and Services.

Information and Communications Technology (ICT) Project Management Practitioner Network

<http://ictpmpractitioner.ning.com/>

After reading Carol Dekkers and Pekka Forselius' article on ICT program recovery, you may want to join the free online learning network designed for both beginners and advanced practitioners of project management in ICT solutions development. Users freely initiate discussion and present best practices on how to effectively coordinate ICT initiatives in government, education, people organization, and small and medium enterprises. Users can also customize their own pages with discussion forums, blogs, and video to facilitate what the ICT Project Management Practitioner Network calls "the open online discussion and sharing of the practitioner's contextual application of project standards and ICT solutions development."

DoD Continuous Process Improvement Transformation Guidebook

<https://acc.dau.mil/CommunityBrowser.aspx?id=32364>

Ted Warren and Ron Abler introduced readers to a "stealth" method of achieving Continuous Process Improvement through work product management, now explore the guide used by the DoD to design and manage Continuous Process Improvement efforts. The guide standardizes terminology and incorporates best practices from the experiences of both defense organizations and leading private industries. It is a strategic approach for developing a culture of continuous improvement in the areas of reliability, process cycle times, and costs in terms of less total resource consumption, quality, and productivity. The guide provides a framework that is used for implementing and sustaining a culture of

continuous improvement, focusing on four key elements: a broad-based and structured Continuous Process Improvement implementation method, aligned goals, project management and implementation, and providing a framework and useful checklists to gauge organizational maturity in using Continuous Process Improvement.

CMMI Appraisals

www.sei.cmu.edu/cmmi/tools/appraisals

Darrell Corbin's *CMMI, Swiss Cheese, and Pareto* explained how to prepare for an CMMI appraisal—now go the SEI's official source for information on the CMMI Appraisal Program. The Web site details the Appraisal Requirements for CMMI, including the characteristics of SCAMPI at Class Levels A, B, and C. There are also resources including publications and presentations related to appraisals, frequently asked questions, official communications directly from the SEI's Appraisal Program, an SEI Partner directory and network, and a link to published appraisal results.

CMMI or Agile: Why Not Embrace Both!

www.sei.cmu.edu/reports/08tn003.pdf

As an exceptional companion piece to his article *Love and Marriage: CMMI and Agile Need Each Other*, Hillel Glazer (this time with co-authors Jeff Dalton, David Anderson, Mike Konrad, Sandy Shrum) explore the two methods often at odds with each other. Their report clarifies why the discord need not exist and proposes that CMMI and Agile champions work toward deriving benefits from using both and exploiting synergies that have the potential to dramatically improve business performance. The authors outline the two primary reasons for the discord, examine the divergent origins of both methods, analyze and debunk the factors that have led to the negative perception, detail "truths" about the two methods, show the value of both through analysis and comparison, and even provide a "call to action" for both CMMI and Agile experts.

CROSSTALK: Looking Back at CMMI

www.stsc.hill.af.mil/crosstalk/2007/02/

www.stsc.hill.af.mil/crosstalk/2006/04/

www.stsc.hill.af.mil/crosstalk/2002/02/

www.stsc.hill.af.mil/crosstalk/2000/07/

If you're new to CROSSTALK, you may have missed past issues that also explored the famed process improvement approach. The February 2007 edition explored the changes in Version 1.2, Appraisal Method for Process Improvement B, and how to achieve a CMMI Level 2 rating within six months. You can also see if Watts S. Humphrey, Dr. Michael D. Konrad, James W. Over, and William C. Peterson were right with predictions in their article *Future Directions in Process Improvement*. April 2006, themed *Alternate Mixes for CMMI*, included discussions of combining Agile and traditional software development techniques, managing cultural changes, and performing cooperative appraisals. Issues dedicated to CMMI also reach back early in the decade, with February 2002 simply themed *CMMI* and July 2000 focused on *Process Alchemy* in CMMI.